

**Organization:** San Jose Downtown Association  
**Contract Period:** July 1, 2010 to June 30, 2011

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## **Marketing Plan Overview**

### **Marketing Objective(s):**

Stimulate economic activity and vibrancy downtown, and promote a positive downtown identity by:

- Continuous recruiting and retention of big and small businesses.
- Supporting vision of downtown as Silicon Valley's urban, cultural and entertainment hub.
- Producing events and promotions that retain and drive residents and visitors to the city center, thus making a substantial contribution to economic impact and overall health of the business climate.
- Sending positive messages through mass media.

### **Target Audiences:**

- Primary: City of San Jose and South Bay residents, employees and visitors. Secondary: Downtown Business Improvement District (BID) and Property Based Improvement District (PBID) members.
- Audiences are all-inclusive of socio-economic, race and age backgrounds, however, marketing focus is on segments with disposable income.

**Overarching Marketing Strategy:** Develop and implement programs that compel businesses to 1) locate downtown 2) remain downtown and 3) thrive downtown. Create and execute initiatives that help businesses and their employees succeed, attract customers, position downtown as Silicon Valley's City Center, and support complementary efforts to increase downtown's residential and retail base.

With this strategy, one positive experience leads to another. The more reasons to be downtown, the more attractive downtown and the city as a whole are to residents and prospective businesses wishing to visit, (re)locate, invest, etc.

**Core Strategy:** Attract patrons / customers inside restaurants, entertainment and retail establishments, arts venues and high-rise condos.

- Stage and promote high-quality, well-sponsored special events.
- Partner with city marketing groups to promote downtown year-round as regional destination through websites, email, social media, advertising, brochures and maps.

- Produce and market an 11-day Dine Downtown and City Bites restaurant event;
- Produce and distribute 50,000 Downtown Arts & Dining gift certificates, 200,000 Official Visitor Guides, and 60,000 walking maps.
- Collaborate with downtown condominiums to increase sales, such as co-producing open house events.

**Core Strategy:** Strengthen the identity and increase awareness of San Pedro Square as dining district, SoFA as cultural and entertainment district; and Historic District as retail district.

- Produce, promote and grow targeted events such as Farmers' Market, Starlight Cinemas, South First Fridays, Next Thursday lunches, Zombie Crawl.
- Create and improve marketing materials such as sanpedrosquare.com website, neighborhood brochures, event collateral, social media promotions and outlets.
- Enhance feeling / atmosphere of district by providing regular entertainment, adding Downtown Doors artwork, and filling empty stores with artwork.

**Core Strategy:** Communicate a positive image of downtown by promoting arts, events, attractions, dining establishments, unique businesses, accomplishments and trends.

- Produce monthly newsletter and weekly e-newsletters.
- Continual updating and maintenance of sjdowntown.com and sjdowntownparking.com.
- Notify "friends" and followers with daily social media statements / promotions.
- Outreach to PR and media contacts regarding breaking news and to promote events and accomplishments.

**Core Strategy:** Provide targeted 1-on-1 and group outreach with commercial property owners/management and tenants to help attract and retain business.

- Regular check-in meetings and new business visits.
- Outreach to BID and PBID members as requested.
- Coordinate Business Resource Seminars and Business Appreciation events.
- Inform about business incentive programs such as Enterprise Zone tax credit, restaurant boot camps, parking promotions, and special tenancy improvement program.

## **Marketing Plan Metrics**

### **Overall 2010-2011 Marketing Goals**

Contribute to recruitment of three small- and three medium-sized businesses, and retention of four businesses (influence 10 businesses to stay / set up downtown).

- Increase visits by 10 percent and occupancy by more than 5 percent at downtown high-rise condominiums.
- Produce quality events with +10 percent attendance, +10 percent business revenue / business approval, and +10 percent economic impact to city.
- Raise awareness year-over-year of downtown San Jose as a culinary / dining destination and of downtown's 100+ restaurants, resulting in net increases in foot traffic, new customers and revenues.
- Raise awareness year-over-year of downtown San Jose as a regional destination and Silicon Valley's creative urban center.

**Specific Performance Measures**

**Downtown Living Campaign** (Marketing/Downtown Living - \$8,300)

<b>Annual Goal</b>	<b>YTD progress</b>
Produce two open house events – October 21 and Spring.	June broker event resulted in 4 condo sales. More than 80 brokers and agents attended the October event, and most were new to the tour. Facebook: 436 visits in 2-weeks; 96 active users; 52 “likes.”

**Dine Downtown San Jose** (Marketing Promotions/Dine Downtown - \$15,100)

Increase restaurant participation from 25 to 30	32 prix fixe restaurants (City Bites up 17%)
Increase awareness and customer participation. Increase economic impact to businesses.	Reservations increased; dinners served flat. 61% visited restaurant for the first time. 4 new media partners; 42% heard about event through print ads; 24% from website, 21% from fliers, 11% from social networking. 21% opened Mercury News e-blast, 17% clicked through to Dine Downtown page. Customers up 10-20% for City Bites. Restaurants want event to return.

**Communications** (Communications /Website and Newsletter - \$32,060)

Search Engine Optimization: Rank in top 3 for 10 priority keywords.	No. 1 or No. 2 in reference to Downtown San Jose, events, and description of events.
Increase friends and followers on Facebook and Twitter by +10%.	From July, the number of “friends” and followers has grown 15 percent to 2,300.
Increase subscribers to Downtown Dimensions and Downtowner Online by +10% year to year.	Events, neighbors, social media and mostly sjdowntown.com drive subscriptions.

**Downtown Ice** (Promotional Events/Downtown Ice - \$99,900)

Secure title sponsor.	New 2010-2011 partnerships with Hawaiian Airlines and Kristi Yamaguchi’s Always Dream Foundation.
Increase attendance by 2000 skaters.	Event in progress. November Groupon sales – 1347.
Increase economic impact – attendees outside SJ + 5%, hotel nights +10%, average spending downtown +10%	FPC Grants show improved surveys and results over the years.

**Music in the Park** (Promotional events/Music in the Park - \$76,200)

<b>Annual Goal</b>	<b>YTD progress</b>
Increase event attendance 10%.	9.4% increase in attendance
Through the marketing campaign, drive traffic to sjdowntown.com. Increase traffic.	87,612 views on the Music in the Park web page for July - August – accounting for 80% of the visits to the sjdowntown.com home page. Improved server, no breaks in 2010.
Maintain high-caliber reputation as the Bay-area's premiere free summer concert series.	Received "Best Local Festival" honors in Metro's 2010 Best of Silicon Valley readers poll for a second year in a row.
Increase economic impact – attendees outside SJ + 10%, hotel nights +10%, average spending downtown +5 % .	Collected 531 surveys – 91% came downtown specifically for the event, 11% stayed in a downtown hotel as result of Music in the Park, attendees planned to spend an average of \$56 in downtown outside venue. FPC Grants show improved impacts.

**Starlight Cinemas** (Public Space Programming/Outdoor Movies - \$45,200)

Increase movie attendance 25%	Attendance doubled in 2010.
Increase attendance at Zombie-O-Rama event by 25 percent.	Zombie-O-Rama drew a record-breaking 2,000 attendees, +100 percent
Increase economic impact – attendees outside SJ + 10%, average spending downtown +10%	Collected 213 surveys - 76% of attendees do not live downtown, 83% came downtown specifically for the event, attendees planned to spend an average of \$33 outside venue.

**Farmers' Market** (Promotional Events - \$9,500)

Average 1,500 attendees per week. Incremental growth +10 percent as downtown office occupancy increases. Implement zero waste objective	Averaged 1,500 attendees July – September. Hired waste coordinator and reduced total trash to less than one bag.
Increased sales neighboring businesses +10% vs. year prior, +10 percent vs. other days of week, and +10 percent average spending vs. other days.	Businesses report customer spending flat vs. prior year, increased activity on Friday vs. other days, and more spending per person on Friday vs. other days.

**Advertising (Print, Radio and Online - \$57,700)**

<b>Annual Goal</b>	<b>YTD progress</b>
Utilize traditional and new media to increase public awareness of downtown attractions and assets by maintaining market share (sales and attendance numbers) compared to previous year. Increase website traffic driven to sjdowntown.com and sjdowntownparking.com from ads by 10%.	Holiday print ads reach 1,195,576 readers. Traffic to websites after ads run increase 15 percent.  Holiday radio campaigns will reach 500,000 listeners weekly in Santa Clara County aged 25-49. Additional ads obtained due to SJDA's non-profit status. Co-op with 8 businesses tripled campaign budget. Leveraged values include ads in 12,000 Holiday CDs, online banners, on air giveaways and holiday brochure distribution at station promo booths.  Holiday online campaign impressions to 150,000, up 50%. New this year, Facebook and keyword campaigns. Online click-thrus for Dine Downtown, Open Houses and Silicon Valley Restaurant Week increased 20%.

**Collateral (Official Visitors Guides, Holiday and Summer brochures, Walking Map - \$19,700)**

Awareness campaign: seeks 100% year-to-year participation by sponsors; 100% positive reviews by participating businesses, 100% distribution of deliverables throughout downtown and 10% distribution growth outside downtown.	Downtown advertisers in OVG grew from 7 to 17. High demand for collateral from TSJ, hotels, Groundwerx, SJSU, arts groups and visitors allows for annual distribution of 200,000 OVGs and 60,000 walking maps. Summer brochure 93% distributed. Listings are leveraged online and in other publications and SJDA deliverables. Distributed also to Willow Glen, Santana Row, Sunnyvale, Los Gatos and Campbell.
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**Commercial Tenant Outreach (Promotional Events/Downtown Ice - \$18,000)**

48 visits of office tenants per year, coordinated with RDA. 150 "unique" retail visits/check-ins.	On track averaging three-four office visits / check-ins per month. Commercial Property Managers meeting Oct. 21 attracted 14 large property owners / tenants. Previous meeting June 23; next meeting Jan. 12. Nov. 15 Restaurant Seminar attracted 40 attendees.
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**Downtown Dining Gift Certificates** (Marketing promotions - \$4,200)

A minimum 20 visual and performing arts groups distribute 50,000 Downtown Dining Gift Certificates to season ticket holders and museum members.	20 arts groups express overwhelming support of this program year to year and use certificates as incentive to subscription / membership buyers.
Maintain or increase the number of participating downtown restaurants.	Increased participation by one, to 18 restaurants. Certificate has value of \$180.

**Additional Neighborhood Promotions –San Pedro, SoFA and Historic District** (\$40,240)

<b>Annual Goal</b>	<b>YTD progress, where applicable</b>
<p>Increased South First Friday (SFF) attendance 10 percent.</p> <p>Enhance SoFA – improve customer satisfaction by 10 percent with programs such as:</p> <ul style="list-style-type: none"> <li>• Events run with Left Coast Live, SubZero, ZeroOne and SFF.</li> <li>• Street musicians in evening.</li> <li>• Murals.</li> <li>• Soccer world events.</li> <li>• Impromptu events – Thursday. lunches, rock stacking.</li> </ul>	<p>August and September SFF's up 25 percent vs. previous year.</p> <p>Added two new sites to the art walk</p> <p>email to more than 15,000 arts patrons, 1stACT collaboration as focal area</p> <p>Small Wonders – city priority to activate +25 special events have and will occur.</p>
<p>Redesign San Pedro Square website.</p> <p>Reposition San Pedro Square with opening of Urban Market.</p>	<p>Both due May 2011</p>
<p>Historic District – marketing promoting 15 San Fernando restaurants as new coalition.</p> <p>Improve perception and identity of Historic District by 10 points.</p> <p>Maintain holiday décor throughout district.</p>	<p>Kickoff expected March 2011. 15 targeted, 20 asked to join.</p> <p>Working with police, businesses and Groundwerx on homeless and drug issues.</p> <p>Holiday décor on Post, First and Second streets installed.</p>
<p>Increase foot traffic in all districts +10%.</p>	<p>World Cup viewing party, Zombie Crawl attracted more than 2,000 people each. Santa Go-Round coming up.</p>

**Public Space Programming (\$68,900)**

<b>Annual Goal</b>	<b>YTD progress, where applicable</b>
Install six art exhibits in vacant storefronts as part of Phantom Galleries program.	Two exhibits were installed August – September. Coordinated six exhibits in non-traditional spaces July – September.
Improve customers / visitors / sales at KALEID Gallery by 20 percent. Increase holiday caroling and participating businesses by 10%.	Two exhibits were installed August – September. Coordinated six exhibits in non-traditional spaces July – September. 60 artists on view per quarter at KALEID. 50-caroling performances and 100 hours up 25% over last year. 7 routes, 42 businesses involved with caroling +20%.
Produce three outdoor street market events to coincide with South First Fridays art gallery walks in August and September 2010 and June 2011. Increase attendance 10%.	August 6 Street Market included 33 artist booths/displays, stages and street musicians. Sept. 3 Street Market grew to 37 artist booths/displays, stages and street musicians. August attendance 1,500 +85%. Sept. attendance 1,200 +35%.